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*The Democratic Mistake.* By ARTHUR GEORGE SEDGWICK. New York: Scribner, 1912. 8vo, pp. ii+217. \$1.00 net.

This little volume contains seven somewhat distinct yet related essays on American government and politics. The first essay, "Government by Design," brings out the principle that the success of popular government depends on effective responsibility for the performance, by the agents of government, of the tasks imposed upon them. The second lecture, "Responsibility," discusses the nature of this governmental phenomenon. It is regarded as a check placed by ourselves upon ourselves for the general welfare as against individual advantage.

The "Democratic Mistake" is defined as the method of securing responsibility by popular election of officials at short intervals. The disadvantages of this system are contrasted with the advantages to be secured by concentration of responsibility and secure tenure, through what we know as the short ballot. The fourth lecture, "Patronage and the Machine," brings out the commonly known workings of the well-organized political machine such as Tammany Hall. It is shown how this system of spoils tends to destroy personal responsibility in government. The lecture on limitations deals with the system of checks and balances in this country and the increasing extralegal power of our courts. The most important limitations, however, are those which are imposed by nature and within which all governments must live. In his final lecture, on the suffrage, the author questions the efficacy of so-called direct legislation and direct primaries as a means of securing responsibility to the people. These devices may, he asserts, overthrow responsibility by being worked so frequently that the average voter will lose interest, and the nomination or law in question will remain the product of the machine.

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*Works Management.* By WILLIAM DUANE ENNIS, M.E. New York: McGraw-Hill Book Co., 1911. 8vo, pp. ix +188. \$2.00 net.

If the present alarming fecundity of writers on scientific management is to be permanent and if the business man is forced by the pressure of competition to keep up-to-date by perusal of these writings, we shall presently witness the anomaly of enforced neglect of business to insure its success. There is fear that future generations looking back with wonder and astonishment upon this era will lack words for characterization. Much writing and little thinking seems not to carry its own condemnation. "This book," our author says, "is admittedly sketchy, incomplete, in some phases elementary; but one man may contribute what he best can. And every man should."

This estimate of his own book by the author is indeed accurate and cannot be improved upon. It purports to present a philosophy of industrial management (or an art); the principles of bookkeeping, depreciation, and cost accounting; an outline of industrial organization; and a consideration of the rates of

wages and other relevant problems. It seeks at once to satisfy the needs of the general reader and the classroom; it informs us of such all-important facts as that: "fire insurance covers buildings, machinery, raw and finished material"; "the storehouse is a place where raw or finished materials may be safely kept"; "it is customary for a cash discount to be allowed on many purchases"; and finally, "that an art of management exists is perhaps the chief contention (possibly an undisputed thesis) of this book." Among other things we are told that, "practically speaking, all costs in industrial production are ultimately labor costs." But perhaps the author is not to blame for this belief; more persons than he have been led astray through a too fearsome awe of eighteenth-century-and-later ultra-philosophical economists.

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*The Evolution of Industry.* By D. H. MACGREGOR. New York: Henry Holt & Co., 1912. Home University Library, No. 28. 8vo, pp. 254. 50 cents.

In tracing the evolution of the industrial situation in England since the time of the industrial revolution, the author has made his study chiefly from the point of view of the changing conditions of the working classes, with the purpose of inquiring into the ultimate outcome of this industrial transition. The transition from the handicraft stage of production to the factory involved a change in the unit of production from the individual craftsman to the "firm." But the worker was not so free to combine as his employer, and therefore he lost ground in the economic struggle. With growing comprehension of the loss involved in this development the position of the worker has improved, but he is still regarded more as an instrument of production than as the end for which production is carried on. However, various developments in recent times indicate that the laborer is getting a hold on industry. He has an interest in the government-controlled public-service corporations, and even more in the co-operative system which has developed in England. But his greatest need is to secure a leadership which will really represent his interests and not leave political control to those who look upon parliament as an honorary calling and to the members of the House of Lords.

Since the book is written with regard to the English situation, the conditions it discusses differ in some respects from those in America, especially in regard to landholding and to the development of co-operative systems.

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*Fundamentals of Agriculture.* Edited by JAMES EDWARD HALLIGAN. New York: D. C. Heath & Co., 1912. 8vo, pp. xiv+492. \$1.25.

The purpose of this volume is to supply the much-felt want of a good introductory textbook on the fundamental principles of general agriculture. In